

NATO UNCLASSIFIED



SUPREME ALLIED COMMANDER
EUROPE

COMMANDANT SUPRÊME DES FORCES ALLIÉES
EN EUROPE

B-7010 SHAPE, BELGIUM



Our Ref: SH/COM/SAC/MC/20210214

Tel: +32-(0)65-44-7111 (Operator)

Tel: +32-(0)65-44-8025

NCN: 254-8025

Date: 14 FEB 2021

Fax: +32-(0)65-44-3545 (Registry)

TO: ALL NATO CHIEFS OF DEFENCE

SUBJECT: NATO SENIOR MENTOR PROGRAMME: SENIOR MENTORS

The NATO Senior Mentor Programme has been, and remains, an integral part of the NATO Education, Training, Exercise and Evaluation Programme. As such, the programme makes a valuable contribution to the development of the Alliance's current and future senior leadership and their core staffs, by allowing them to benefit from the experience of former strategic and operational level commanders. As the Alliance moves forward and faces new challenges and dilemmas, we are looking to broaden the programme's support to make greater use of its collective experience and intellectual horsepower.

The programme currently includes a cadre of qualified retired flag officers with invaluable experience in the following specialties at the strategic and operational level: Joint, Land, Air, Maritime, Logistics, Special Operations, and one Lead Senior Mentor who helps to coordinate and manage the programme. The rotational nature of the programme ensures a number of the Senior Mentor positions become vacant on an annual basis, giving us the opportunity to reach out to the Nations for assistance. This year, we specifically require three Senior Mentors, one focusing on the Strategic / Joint level, one on the Maritime domain and one on Logistics. Nominees should be recently retired 2-3 star officers, who possess former NATO Command Structure experience, the appropriate operational skills, and have the right character and temperament to help both mentor Commanders and staffs and support initiatives and studies across ACO and ACT. The Senior Mentors, through DSACEUR and the Lead Senior Mentor, help us understand and appreciate the challenges the Alliance faces and in turn better focus our efforts to prepare our commanders, staffs and forces.

In addition to the three Senior Mentor positions that are becoming available, we are creating from within existing resources, a new Deputy Lead Senior Mentor position. This individual will work with the Lead Senior Mentor in the coordination and execution of the programme. The Deputy Lead Senior Mentor will initially focus on providing high level input and advice on the understanding, coordination and alignment of SHAPE with other actors as it develops in its role as a strategic warfighting headquarters.

Attached are the job descriptions for your consideration. We would welcome your nominations, as we seek to find the right person at the right time. We encourage you to look at innovative solutions where appropriate to reach the optimum result.

A detailed biography of any potential candidate you wish to nominate, reflecting relevant qualifications, should be provided to HQ SHAPE by 27 March 2021, in order for SHAPE to arrange the selection process to be conducted between 07 April and 24 April 2021. The aim is to complete this process and have a final decision by the end of May in order to notify the newly selected Senior Mentors before the summer break.

NATO UNCLASSIFIED

Should you require further information please do not hesitate to contact us directly, or alternatively, your staffs may wish to contact the Senior Mentor Programme OPR: LTC Ian Clooney, GBR (A): IanGlenHenderson.Clooney@shape.nato.int or +32-6544-3971.

We highly appreciate your support for this important and mutually beneficial programme aimed at future leaders.

Sincerely,



Tod D. Wolters
General, U.S. Air Force

ENCLOSURE:

1. Job descriptions

COPY TO:

ALB NMR to SHAPE
BEL NMR to SHAPE
BGR NMR to SHAPE
CAN NMR to SHAPE
CZE NMR to SHAPE
DEU NMR to SHAPE
DNK NMR to SHAPE
ESP NMR to SHAPE
EST NMR to SHAPE
FRA NMR to SHAPE
GBR NMR to SHAPE
GRC NMR to SHAPE
HRV NMR to SHAPE
HUN NMR to SHAPE
ITA NMR to SHAPE
ISL NMR to SHAPE
LVA NMR to SHAPE
LTU NMR to SHAPE
LUX NMR to SHAPE
MNE NMR to SHAPE
MKD NMR to SHAPE
NLD NMR to SHAPE
NOR NMR to SHAPE
POL NMR to SHAPE
PRT NMR to SHAPE
ROU NMR to SHAPE
SVK NMR to SHAPE
SVN NMR to SHAPE
TUR NMR to SHAPE
USA NMR to SHAPE



SUPREME HEADQUARTERS ALLIED POWERS EUROPE



JOB DESCRIPTION: SENIOR MENTOR LOGISTICS

Job Title:	Senior Mentor Logistics
Position Type:	Contractor (per event)
Job Description:	Senior Mentor Programme: The NATO Senior Mentor Programme (SMP) consists of retired former Flag or General Officers (FOGO) contracted to act as Senior Mentors (SM) across Allied Command Operations (ACO) and Allied Command Transformation (ACT). They are used at the strategic and operational level, to support and assist with the training and exercising of the strategic, operational and component command levels and headquarters. SMs provide high level input, observations, coaching and advice to NATO Commanders and staffs on the planning and conduct of operations, including leadership and staff functionality. They will focus on specific topics in line with direction and guidance, support the development and implementation of changes to NATO structures and policy, support the development and integration of experimentation and adaptation and the incorporation of both existing and developing NATO concepts and doctrine. This is accomplished through participation in selected education and training events, exercises, evaluations if required and seminars and workshops. The integration of SMs in these activities is coordinated by SHAPE, in concurrence with JWC, NSO and other HQs as applicable. Post Role: The Senior Mentor (SM) provides advice and support to Commanders and Staff through participation in exercises, training, conferences, workshops and other specific events as directed with a specific focus on the logistic domain / environment. The SM provides impartial observations and input / feedback direct to the supported commands and through the Lead Senior Mentor (LSM) to SHAPE. General Duties: The SM will be responsible for the following; ▪ Facilitate Flag / General officer level discussions and coaching while providing a Senior Officer level perspective on procedures. ▪ Provide advice / guidance to senior Training Audience (TA) leadership. ▪ Incorporate guidance from SACEUR, LSM and the supported Commander / Command perspective on potential areas on which to focus during the various phases of execution. ▪ Advise on exercise design, major movements during execution and provide

feedback to Commanders and staff on performance and conduct of joint planning and operations.

- Assess the attainment of exercise and training objectives, including the understanding and application of joint doctrine, tactics, techniques and procedures during the exercise.
- Advise and assist the Observer / Trainers in the conduct of training of Headquarters and Commands.
- Provide input to the Exercise Director (EXDIR) and Chief Controller (COS EXCON) on key issues and developments, and help regulate exercise play.
- Advise and assist the EXDIR, COS EXCON and Senior Observer / Trainer in the preparation and conduct of the mid / Exercise Review and After Action Review if applicable.
- Provide input to the Commander's Summary Report if applicable.
- Provide a report to the LSM as applicable on the conduct and performance of the supported Command focusing on identified challenges, lessons identified and recognised good practice where applicable across ACO / ACT.

Essential Skills / Qualifications: The SM Logistics should possess the following minimum skills and qualifications;

- Relevant qualifications in the logistics domain / environment.
- Have recent operational, multi-national command experience at two star or higher level and joint logistics experience.
- Have joint logistics experience at the operational or higher level and a background in the planning, directing, coordinating and executing theatre level logistics support.
- Possess mentoring and interpersonal skills, as well as teaching experience and demeanour, which allow successful counsel of active senior leaders.
- Possess between 3-5 years of NATO Command Structure Experience.
- Experience of combined and coalition operations and the Comprehensive Approach, as well as service and joint training / exercises.
- Be available to make a long-term commitment (a period of understudy + 5 years) for a number of events per year of which the duration and number is subject to demand.

Desired Skills / Qualifications: The following skills and qualifications are desirable;

- Relevant experience working at national CHOD level and / or in national mentoring programs.

Last Review:	21 Jan 2021



SUPREME HEADQUARTERS ALLIED POWERS EUROPE



JOB DESCRIPTION: DEPUTY LEAD SENIOR MENTOR

Job Title:	Deputy Lead Senior Mentor (DLSM)
Position Type:	Contractor (annual renewal)
Job Description:	Senior Mentor Programme: The NATO Senior Mentor Programme (SMP) consists of retired former Flag or General Officers (FOGO) contracted to act as Senior Mentors (SM) across Allied Command Operations (ACO) and Allied Command Transformation (ACT). They are used at the strategic and operational level, to support and assist with the training and exercising of the strategic, operational and component command levels and headquarters. SMs provide high level input, observations, coaching and advice to NATO Commanders and staffs on the planning and conduct of operations, including leadership and staff functionality. They will focus on specific topics in line with direction and guidance, support the development and implementation of changes to NATO structures and policy, support the development and integration of experimentation and adaptation and the incorporation of both existing and developing NATO concepts and doctrine. This is accomplished through participation in selected education and training events, exercises, evaluations as required and seminars and workshops. The integration of SMs in these activities is coordinated by SHAPE, in concurrence with JWC, NSO and other HQs as applicable. Post Role: The Deputy Lead Senior Mentor (DLSM) will support the coordination and delivery of the SMP. The DLSM will provide high level input and advice on SHAPE alignment, interoperability, Joint C2, emerging domains and areas of concern as identified by SACEUR and / or DSACEUR. The DLSM will support the planning and oversight of all SM activities and the management and tasking of the SM through the SHAPE SM OPR. General Duties: The DLSM will be responsible for the following; ▪ Support the LSM in the coordination and execution of the SMP. ▪ Support SHAPE in the development of the SAGE. ▪ Support COS SHAPE in training SHAPE for its role as a Military-Strategic warfighting HQ.

- Act as the SMP focus for NCS (Adaptation), Interoperability and Joint C2.
- Provide high level input and advice on improving EUCOM-SHAPE alignment, including the exploitation of mentoring synergies.
- Improve the understanding and application of DDA, including alignment with the US Capstone Concept for Joint Operations and Joint Concept for Access and Manoeuvre in the Global Commons.
- Support the understanding and development of Counter Command Activity (CCA) as part of Information Operations.
- Lead on identifying and contracting SME in new ways of warfare to act in support of the SMP, including A2AD, Space Superiority and Space ISR.

Essential Skills / Qualifications: The DLSP must fulfil the following criteria;

- Extensive experience in leadership positions including at the strategic level and at SHAPE.
- Have recent operational, multi-national command experience at three star level or higher.
- Relevant experience working at national CHOD level and / or in national mentoring programs.
- Have NATO / national Joint Command operational experience at the Joint Task Force or higher level.
- Have a background in the planning and direction of joint operations.
- Possess mentoring and interpersonal skills, as well as teaching experience and demeanour, which allow successful counsel of active senior leaders.
- Experience of combined and coalition operations and the Comprehensive Approach, as well as service and joint training / exercises.
- Possess between 3-5 years of NATO Command Structure experience.
- Be available to make a long-term commitment (annual contract for 5 years) for a number of days per year of which the duration and number is subject to demand (up to a maximum of 60 days).

Last Review:	21 Jan 2021



SUPREME HEADQUARTERS ALLIED POWERS EUROPE



JOB DESCRIPTION: SENIOR MENTOR MARITIME

Job Title:	Senior Mentor Maritime
Position Type:	Contractor (per event)
Job Description:	Senior Mentor Programme: The NATO Senior Mentor Programme (SMP) consists of retired former Flag or General Officers (FOGO) contracted to act as Senior Mentors (SM) across Allied Command Operations (ACO) and Allied Command Transformation (ACT). They are used at the strategic and operational level, to support and assist with the training and exercising of the strategic, operational and component command levels and headquarters. SMs provide high level input, observations, coaching and advice to NATO Commanders and staffs on the planning and conduct of operations, including leadership and staff functionality. They will focus on specific topics in line with direction and guidance, support the development and implementation of changes to NATO structures and policy, support the development and integration of experimentation and adaptation and the incorporation of both existing and developing NATO concepts and doctrine. This is accomplished through participation in selected education and training events, exercises, evaluations if required and seminars and workshops. The integration of SMs in these activities is coordinated by SHAPE, in concurrence with JWC, NSO and other HQs as applicable. Post Role: The Senior Mentor (SM) provides advice and support to Commanders and Staff through participation in exercises, training, conferences, workshops and other specific events as directed with a specific focus on the maritime domain / environment. The SM provides impartial observations and input / feedback direct to the supported commands and through the Lead Senior Mentor (LSM) to SHAPE. General Duties: The SM will be responsible for the following; ▪ Facilitate Flag / General officer level discussions and coaching while providing a Senior Officer level perspective on procedures. ▪ Provide advice / guidance to senior Training Audience (TA) leadership. ▪ Incorporate guidance from SACEUR, LSM and the supported Commander / Command perspective on potential areas on which to focus during the various phases of execution. ▪ Advise on exercise design, major movements during execution and provide feedback to Commanders and staff on performance and conduct of joint planning and operations.

- Assess the attainment of exercise and training objectives, including the understanding and application of joint doctrine, tactics, techniques and procedures during the exercise.
- Advise and assist the Observer / Trainers in the conduct of training of Headquarters and Commands.
- Provide input to the Exercise Director (EXDIR) and Chief Controller (COS EXCON) on key issues and developments, and help regulate exercise play.
- Advise and assist the EXDIR, COS EXCON and Senior Observer / Trainer in the preparation and conduct of the mid / Exercise Review and After Action Review if applicable.
- Provide input to the Commander's Summary Report if applicable.
- Provide a report to the LSM as applicable on the conduct and performance of the supported Command focusing on identified challenges, lessons identified and recognised good practice where applicable across ACO / ACT.

Essential Skills / Qualifications: The SM Logistics should possess the following minimum skills and qualifications;

- Relevant qualifications in the maritime domain / environment.
- Have recent operational, multi-national command experience at two star or higher level and experience of the planning, coordination, resourcing and delivery of maritime operations and air support to operations within a Coalition / NATO environment.
- Have multinational experience of maritime operations at the operational or higher level.
- Possess mentoring and interpersonal skills, as well as teaching experience and demeanour, which allow successful counsel of active senior leaders.
- Possess between 3-5 years of NATO Command Structure Experience.
- Experience of combined and coalition operations and the Comprehensive Approach, as well as service and joint training / exercises.
- Be available to make a long-term commitment (a period of understudy + 5 years) for a number of events per year of which the duration and number is subject to demand.

Desired Skills / Qualifications: The following skills and qualifications are desirable;

- Relevant experience at national CHOD level and / or in national mentoring programs.

Last Review:	21 Jan 2021
---------------------	-------------



SUPREME HEADQUARTERS ALLIED POWERS EUROPE



JOB DESCRIPTION: SENIOR MENTOR STRATEGIC / JOINT

Job Title:	Senior Mentor Strategic / Joint
Position Type:	Contractor (per event)
Job Description:	Senior Mentor Programme: The NATO Senior Mentor Programme (SMP) consists of retired former Flag or General Officers (FOGO) contracted to act as Senior Mentors (SM) across Allied Command Operations (ACO) and Allied Command Transformation (ACT). They are used at the strategic and operational level, to support and assist with the training and exercising of the strategic, operational and component command levels and headquarters. SMs provide high level input, observations, coaching and advice to NATO Commanders and staffs on the planning and conduct of operations, including leadership and staff functionality. They will focus on specific topics in line with direction and guidance, support the development and implementation of changes to NATO structures and policy, support the development and integration of experimentation and adaptation and the incorporation of both existing and developing NATO concepts and doctrine. This is accomplished through participation in selected education and training events, exercises, evaluations if required and seminars and workshops. The integration of SMs in these activities is coordinated by SHAPE, in concurrence with JWC, NSO and other HQs as applicable. Post Role: The Senior Mentor (SM) provides advice and support to Commanders and Staff through participation in exercises, training, conferences, workshops and other specific events as directed with a specific focus on the strategic / joint aspects of operations. The SM provides impartial observations and input / feedback direct to the supported commands and through the Lead Senior Mentor (LSM) to SHAPE. General Duties: The SM will be responsible for the following; ▪ Facilitate Flag / General officer level discussions and coaching while providing a Senior Officer level perspective on procedures. ▪ Provide advice / guidance to senior Training Audience (TA) leadership. ▪ Incorporate guidance from SACEUR, LSM and the supported Commander / Command perspective on potential areas on which to focus during the various phases of execution. ▪ Advise on exercise design, major movements during execution and provide feedback to Commanders and staff on performance and conduct of joint

planning and operations.

- Assess the attainment of exercise and training objectives, including the understanding and application of joint doctrine, tactics, techniques and procedures during the exercise.
- Advise and assist the Observer / Trainers in the conduct of training of Headquarters and Commands.
- Provide input to the Exercise Director (EXDIR) and Chief Controller (COS EXCON) on key issues and developments, and help regulate exercise play.
- Advise and assist the EXDIR, COS EXCON and Senior Observer / Trainer in the preparation and conduct of the mid / Exercise Review and After Action Review if applicable.
- Provide input to the Commander's Summary Report if applicable.
- Provide a report to the LSM as applicable on the conduct and performance of the supported Command focusing on identified challenges, lessons identified and recognised good practice where applicable across ACO / ACT.

Essential Skills / Qualifications: The SM Strategic / Joint should possess the following minimum skills and qualifications;

- Relevant qualifications in the joint domain / environment.
- Have recent strategic and operational level, multi-national command experience at three star level or higher and experience of the planning, coordination, resourcing and delivery of operations and training within a Coalition / NATO environment.
- Have multinational experience of operations at the operational level.
- Possess mentoring and interpersonal skills, as well as teaching experience and demeanour, which allow successful counsel of active senior leaders.
- Experience of combined and coalition operations and the Comprehensive Approach, as well as service and joint training / exercises.
- Be available to make a long-term commitment (a period of understudy + 5 years) for a number of events per year of which the duration and number is subject to demand.
- Possess between 3-5 years of NATO Command Structure Experience.

Desired Skills / Qualifications: The following skills and qualifications are desirable;

- Relevant experience working at national CHOD level and / or in national mentoring programs.

Last Review:	21 Jan 2021
---------------------	-------------